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HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
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*Assistant Dean and
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Dear Executive Program Alumni:

I'm writing to call your attention to Harvard University's Program for Senior Executive Fellows (SEF). Now entering its fourth year, the SEF Program is designed to develop executive potential for public organizations. While similar programs at Harvard's Business School and other institutions have long been valued in the private sector as a vital element in the development of managerial talent, Harvard's SEF Program is the nation's only comprehensive university-based program specifically designed for public executives.

The scope, breadth and depth of the SEF Program are unmatched. The Program design has two central features:

- * First, it offers a new core curriculum in the management of public organizations. The curriculum features management cases and exercises in decision-making, strategic analysis, the managerial environment, and the management of specialized functions such as personnel, budgets, procurement, policy analysis and legal counsel. The Program also emphasizes knowledge of managerial and cognitive styles and develops skills in communication, negotiation and conflict resolution.
- * Second, the Program offers elective courses which strengthen participants' knowledge in key policy areas such as national security, health, industrial policy, criminal justice, energy and the environment, transportation and urban affairs. Hundreds of available courses at the School of Government, Harvard's other professional schools, as well as MIT, provide unparalleled opportunities for participants to enrich their professional backgrounds.

The SEF Program is intended for promising managers who are about to move into positions of executive responsibility in federal, state and local government. In its first three years, the Program has attracted participants from dozens of government departments and agencies. Participants and sponsoring organizations have found the Program to be a worthwhile investment and value its contribution to the development of individual and organizational capacity.

We are now accepting applications for the fall 1983 session. I hope you will take a few minutes to look over the enclosed brochure and that you will pass it along to appropriate candidates or to those in a position to identify candidates for the Program. Should you wish additional information, please do not hesitate to write or call me or Deborah Lanham, the Program's Director, at the above number. The support of our alumni is critical to the continuing vitality of the school's programs and we are grateful for your interest.

Sincerely,


Peter Zimmerman